



U.S. ARMY MATERIEL COMMAND

MG Mitchell Stevenson

**Army Materiel Command...
At War and Transforming**

17 March 2004



ESSENTIAL IN PEACE, INDISPENSABLE IN V

Agenda

- AMC Support to Current Operations
 - Logistics and R&D Support
 - Lessons Learned
 - Setting the Force
- AMC Transformation
 - AMC Road Map: Organizational Restructure and Strategic Initiatives
 - AMC's Role in Joint Logistics



Army Materiel Command

AMC Mission . . .

Provide superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, the United States, and our Allies.



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AMC Major Subordinate

Commands

*Over 47,000 Government
Civilians and just under
1,000 Military Personnel
are assigned to AMC*

TACOM



Civ	Mil
10,353	97

AFSC/JMC



Civ	Mil
5,600	180

AMCOM



Civ	Mil
7,888	228

HQAMC



Civ	Mil
694	79

CECOM



Civ	Mil
6,800	104

CMA



Civ	Mil
2,799	18

RDECOM



Civ	Mil
12,305	222

USASAC

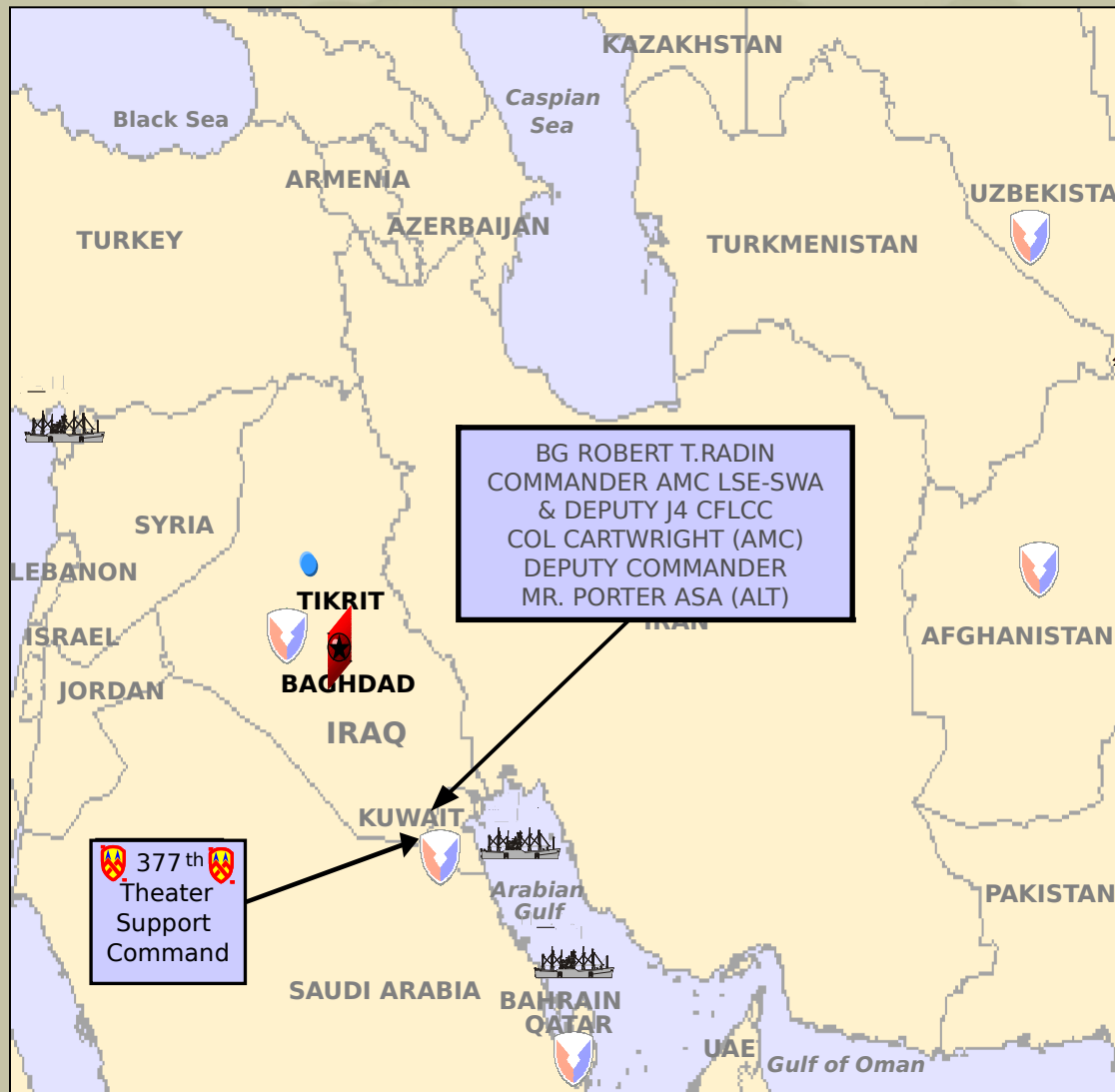


Civ	Mil
577	54



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AMC Footprint - Southwest Asia



➤ Over 17,182 AMC Military, AMC Civilian, and Contractor Personnel deployed
➤ Located in Six Countries throughout CENTCOM Region

Support Includes:

- Logistics Support Elements (LSEs)
- Logistics Assistance Reps (LARs)
- Army Prepositioned Stocks (APS)
- Logistics Civil Augmentation Program
- Supply Support
- Maintenance/Forward Repair Activities
- Field Assistance in Science and Technology (FAST) Advisors
- Contractor Coordination Cell
- Contractor Logistic Support Team
- Army Oil Analysis Program (AOAP)
- Tech Support Unit/Joint Response
- Test, Measurement, and Diagnostic Equipment (TMDE)



DJUBOUTI/AFRICA



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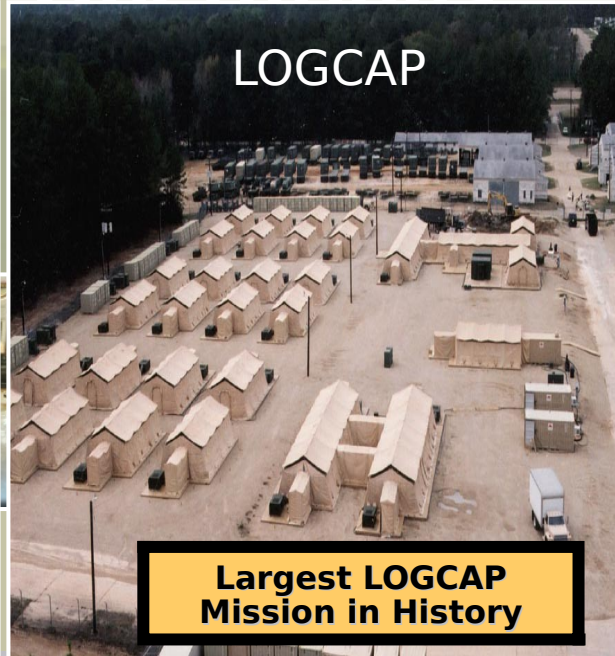
AMC Logistics Support to Current Operations

Pre-positioned Equipment



**First War fought using
Pre-positioned
Equipment**

LOGCAP



**Largest LOGCAP
Mission in History**

Munitions



**AMC is Single DoD Manager
for
Conventional Ammunition**

Retrograde/ Reset



Setting the Force to Provide National Defense Priorities



FWD Repair



**Forward Repair Activities -
Essential to Maintaining
Operational Tempo**



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AMC Contributions to OIF

AMMUNITION

- ✓ Produced, stored and provided conventional ammunition from 5.56mm cartridges to 2,000 bombs
- ✓ Explosive bomb production up 350%
- ✓ Quantity of ammunition shipped: 367,834 tons or 1.065 billion items

LOGCAP

- ✓ Largest Deployment of Contractors Under AMC
- ✓ Provided camp construction, power, messing, transportation and supply
- ✓ First time that the LOGCAP Support Unit deployed Other Services supported besides Army

MATERIEL MANAGEMENT

- ✓ 9,000+ Major End Items moved to SWA - a convoy that would stretch from Detroit to St. Louis
- ✓ Shipped more than 67,000 spare parts

- ✓ Proved critical to reducing logistics footprint on the Battlefield; Use of contractors eased

PREPOSITIONING

- ✓ 31D is issued APS equipment and requirement on uniformed service personnel
- ✓ Iraqi Army - Commanders satisfied with equipment and condition
- ✓ Enough Prepositioned equipment to support one division for 30 days
- ✓ 6,432,000 MREs on Prepositioned Ships

- ✓ 19 Air Landing Sets for helicopters - enough to cover 40 football fields

Titus and Gibson

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- ✓ 64,000 tons of Ammo afloat and



AMC R&D Support to Current Operations



Interceptor Body Armor & Advanced Combat Helmet - Dozens of lives saved during OEF/OIF



PacBot - Small robots used in Afghanistan to clear caves and buildings.



HMMWV Doors - Providing better protection for our soldiers.



Pillar GunFire Detection System - System that detects the origin of enemy small arms gun fire. This acoustic gun fire detection system has been fielded to U.S. SOCOM.



Field Expedient Protection for Ground Vehicles - M1A1 RPG Protection



Omni-Directional Inspection System -Used for vehicle undercarriage inspection



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Iraqi Freedom: Lessons Learned

What worked...

- Individual Performance
- Army Prepositioned Stocks (APS)
- Bulk Fuel
- AMC & DLA Forward
- Contractor Coordination Cell (CCC)

What needs fixing...

- Distribution
- Theater Opening
- Satellite Communications
- “Seeing” LOG Requirements/Assessment
- Unexpected Demand Activity (Inventory Depth)



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Setting the Force

ARMY PLAN

- The Army will conduct an orderly reconstitution to restore combat power.
- Implement lessons from Desert Storm, OIF, OEF, and operations in the



9 Patriot
Battalions
82 MLRS
125,000 ST of
Ammo

CHALLENGES

- Timely evacuation of equipment back to CONUS repair facilities
- Continuing to support current operations.

ARMY / INDUSTRY PARTNERSHIP

- Coordinate AMC & PEO / PM logistics plan
- 12B + price tag to repair or replace equipment



1555 Tracked
vehicles
9426 HMMWV
7074 Wheeled
vehicles

3579 Trailers
248 AH-64
204 CH-47
431 UH-60



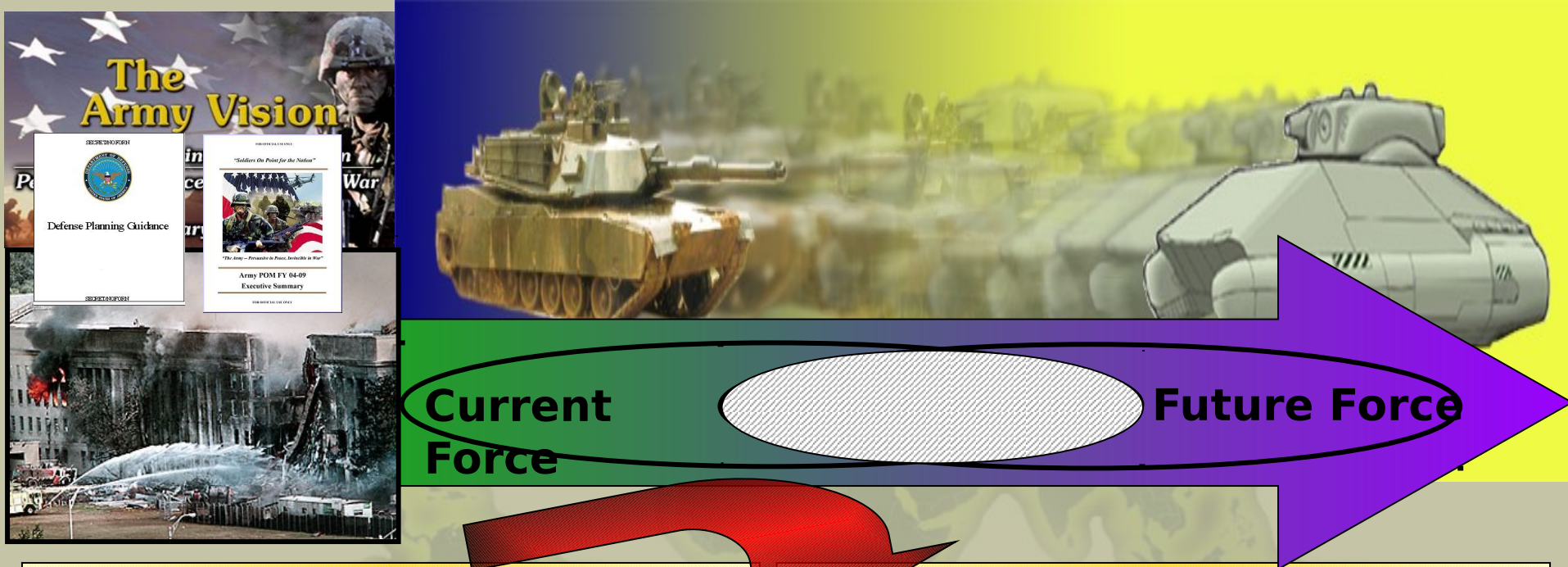
WAY AHEAD

- Set the Force to support National Defense priorities
- Provide cost effective technology upgrades
- Rapidly restore Army fleet to support readiness goals



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Transformation Environment



Why Transformation?

Changing Strategic Environment, Global War on Terrorism, Current to Future Force Objectives necessitate change in how the Army and other Services are supported now and in the future.

Results In:

- Reorganized AMC
- Modernized Strategic Industrial Base
- Integrated Enterprise System
- Redesigned Business Practices

- Streamlined Global

Logistics

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AMC "Transforming"- Status Review

■ = Current

■ = Provisional

■ = Future

■ = Current; Move to FORSCOM in FY04

*Strong link with
Joint Warfighter*

HQ AMC

DAE

ASA(ALT)

SBCCOM*

RDECOM

AFSC

SSC

AMCOM

TACOM

CECOM

USASAC

JMC

TSC

Guardian
Brigade

CMA

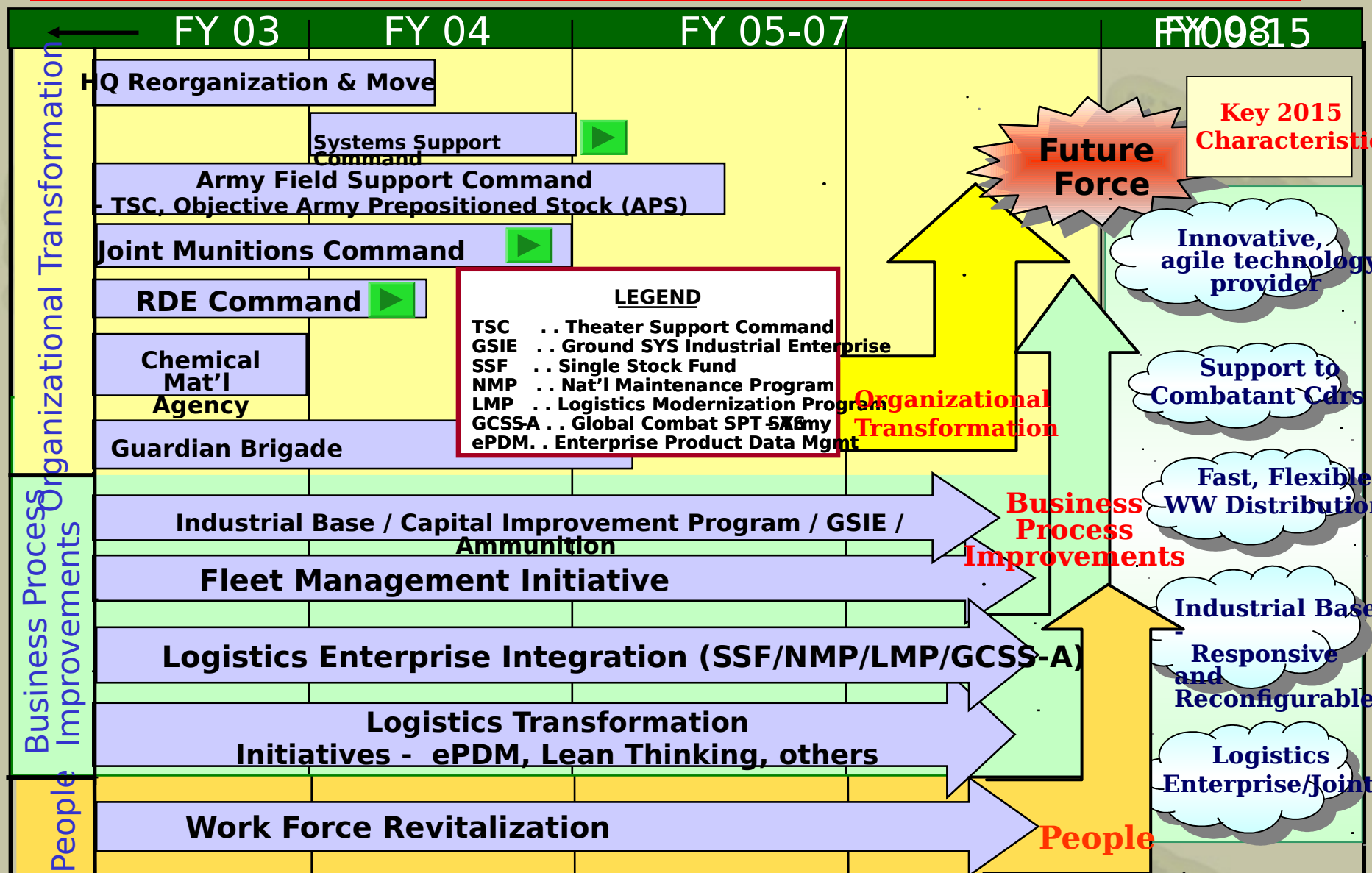
* Mostly to RDECOM; SBCCOM IMMC to TACOM; small portions to CMA / GB

- AFSC = Army Field Support Command
- AMCOM = Aviation & Missile Command
- CECOM = Communication-Electronics Command
- CMA = Chemical Materials Agency
- JMC = Joint Munitions Command
- RDECOM = Research, Development & Engineering Command
- SBCCOM = Soldier, Biological & Chemical Command
- SSC = Systems Support Command
- TACOM = Tank-automotive & Armaments Command
- TSC = Theater Support Command(s)
- USASAC = U.S. Army Security Assistance Command



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AMC Transformation Roadmap



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Transforming Army Prepositioned Stocks

WHY CHANGE?

- Support current and projected global security environment
- Improve the national capability to respond to Global-War-On-Terrorism (GWOT) requirements
- Enable the Transforming Army to meet demands of new Defense Strategy
- Support emerging Joint operational concepts

APS TRANSITION

- Enhance responsiveness by establishing Army Regional Flotillas
- Provide greater theater opening and distribution capability
- Increase pre-positioned Combat Service Support assets to mitigate risk
- Reduce To-Accompany-Troops materiel movement requirement

WAY AHEAD

Near Term 2004 - 2006

- Land Based (Europe, SWA, Korea)
- Flotillas (Guam, Diego Garcia, Mediterranean)

MID Term 2007 - 2009

- Increase Combat Service Support units
- Up Armor Fleet Pool
- Continue APS Modularity

Long Term 2010

- Unit of Action Afloat
- Joint Integration
- Sustainment Support Activity Afloat

Unit of Action Started

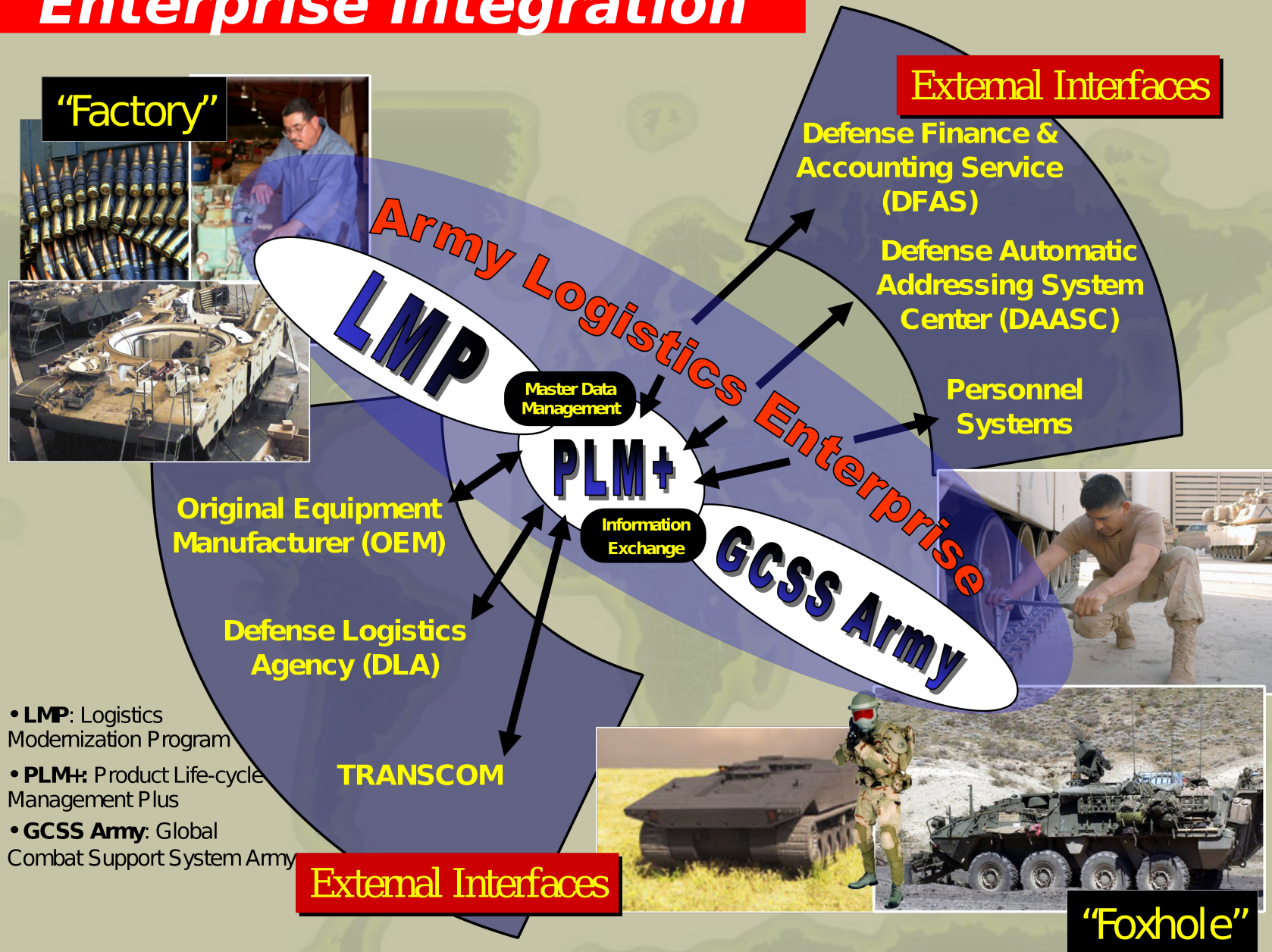
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Unit of Action Completed



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Enterprise Integration



- **LMP:** Logistics Modernization Program
- **PLM+:** Product Life-cycle Management Plus
- **GCSS Army:** Global Combat Support System Army



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Industrial Base - Strategic Initiatives

Vision

Responsive, innovative, lean cost/process with an efficient manufacturing base

LEAN INITIATIVES

Minimize Cycle Times, Materials & Labor
Reduce Work in Progress Inventories
Desired End State: Delivery on Demand,
Defect Free at Lowest Cost



Before

AN/TRC-
170 Team
Area
TYAD



After

GROUND SYSTEMS INDUSTRIAL ENTERPRISE
Optimize Organic Support for Ground Systems
Customers: PEO GCS & PEO CS/CSS

OPTIMAL MIX

GOGO

GOCO

COCO

Capital
Investment
is
REQUIRED

PRIVATE/PUBLIC PARTNERSHIPS

Sale of Services to
Contractors
Work Share with
Contractors
Facility Use by
contractors
Depots, Plants,
Arsenals, Labs



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AMC's Involvement in Developing Future Joint Concepts

Why Joint?

- Lack of Joint and Coalition Interoperability
- Service Redundancies
- No single belly button for logistics
- Lack of theater sustaining modules to support from strategic to tactical levels
- Need for more modular, adaptive and smaller logistics organizations

Ongoing Actions Aiming at Providing Joint Capabilities

- Army Focus Areas (i.e., Task Force JEM, Modularity, Logistics)
- Global Logistics Sustainment Concept
- Joint Theater Logistics Structure
- Joint Theater Logistics Management
- Deployment Distribution Operations Center (DDOC)

AMC's

- Participation in Task Force JEM, Modularity and Logistics - AMC is actively involved in the development of the future logistics structure that will be responsive to the needs of a Joint and Expeditionary campaign quality Army.
- Joint Logistics Board (JLB) Membership - As a member of the JLB, AMC is actively working OSD sponsored Force-Centric Logistics Enterprise (FLE) initiatives that influence logistics processes in support of war fighter needs.
- Deployment/Distribution Operations Center (DDOC) Pilot Program - Since 23 Jan 04, AMC has been a key member of this TRANSCOM-led initiative to provide CENTCOM with a joint, modular and deployable C2 structure to monitor, allocate and direct intra-theater surface and airlift requirements. The DDOC brings together the capability to "see" requirements and match them to transportation capacity.



Summary

AMC is...

- **Committed to continuously improving support to soldiers**
- **Leading the development of new technologies and sustainment processes to transform the Army**
- **Posturing itself for joint logistics support**



A faint, stylized world map in a light olive green color serves as the background for the slide. The map shows the continents and major oceanic regions.

Back Up



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Research, Development & Engineering Command (RDECOM)

Objectives:

- ❖ Transition technologies to the soldiers faster
- ❖ Keep pace with technology - **no surprises**
- ❖ Integrate the RDE effort



Benefits of RDECOM

- ❖ Systems of Systems Technology Integration
- ❖ Integrated RDE effort - - Effective Partnerships
 - ✓ TRADOC, ATEC, SOCOM, PEO/PMs
 - ✓ Service labs, National Labs, DARPA
 - ✓ Industry, academia, international
- ❖ S&T Advisors for each Combatant Commander
- ❖ Efficiencies thru Collaborative environments/M&S Tools
- ❖ Expedited technology exploitation (Agile Development Center)
- ❖ Technology development for current & future forces.

Current Status: Permanent Orders for RDECOM issued on 18 Feb 04.



Joint Munitions Command (JMC)

Objective: Execute Services' munitions programs by providing acquisition support, inventory management, storage operations and distribution support, and contingency

JMC - - located in 2 countries and 28 States; workforce of 20 MIL, 4,100 CIV, & 7,000 contractors



Strategic mobility; reduced sustainment footprint



Benefits of JMC:

- ❖ Provide conventional ammunition for ALL Services' and foreign countries
- ❖ Accomplishes mobilization/contingency planning and execution
- ❖ Performs readiness inspections & assesses stockpile reliability
- ❖ Support DDEPO effort assets

Current Status: JMC is a Subordinate Command of the AFSC; Provisional (17 Jan 03)

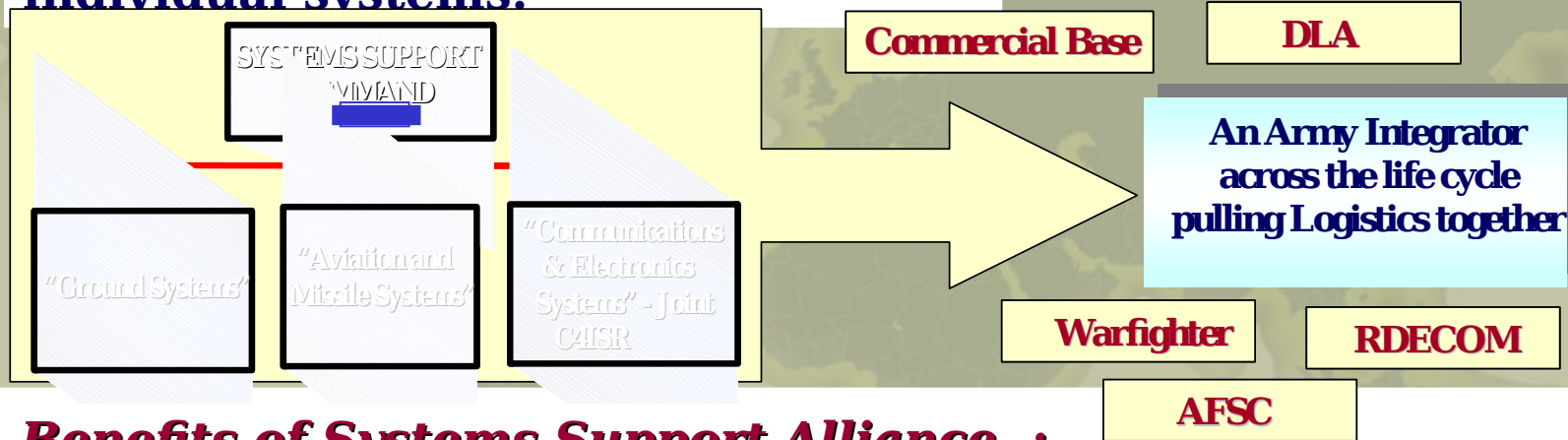


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Back

Systems Support Command

Objective: An integrated alliance focused on optimization of total force readiness vice the individual systems.



Benefits of Systems Support Alliance :

- ❖ Army's supportability advocate
- ❖ Three functional Centers of Excellence
- ❖ Strengthen collaboration
- ❖ Improved support to PMs & warfighters
- ❖ Streamlined organization; standardized business processes
- ❖ Weapon system focus; improved product line integration/coordination
- ❖ Internal efficiencies

Current Status: Mapping business processes; selection of projects for incremental process improvement.

